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17 June 1964

19 June 1964

MEMORANDUM FOR: Executive Officer to the DD/S

SUBJECT : Contribution of the A&E Staff to the Agency's Personnel Program

REFERENCE : Memorandum from EO-DD/S, dated 12 June 1964, Subject as Above (DD/S 64-3231)

1. Past and present efforts of the A&E Staff have concentrated on the selection and assignment of specific individuals to specific jobs. The A&E Staff can contribute more effectively than it has in the past to two other areas of Agency effort.

a. One of them is in the broader content of personnel management, which involves several aspects including:

(1) Assisting the Agency to make the wisest decisions at appropriate choice points in individual careers;

(2) Assisting the Agency to make the wisest decisions affecting groups, e.g., by identifying areas of personnel problems through surveys, research, counseling, and other mechanisms to produce feed-back to management on the results of its policies--and, possibly, to guide management in the establishment of future policies.

(3) Assisting individuals to make most effective use of their abilities through counseling, group training programs, and other mechanisms designed to enhance self-awareness and to identify areas of needed improvement.

b. The other area of increased contribution of psychologists to the Agency is in the substantive content of the Agency's effort: helping the man on the job to do a better job, be it in collection, production, or analysis and research of substantive intelligence matters or

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[redacted]

2. The A&E Staff can increase its contribution through the application of psychological research principles, techniques, and methodology. The A&E Staff might well be called upon to participate in the design and conduct of research studies in all areas of personnel management and career development in order to derive systematic, objective data upon which to base the wide array of personnel decisions that need to be made: to hire or not to hire;

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to keep or not to keep (at the end of the probation period); to train or not to train; to train in what and how and at what pace; to assign here or there or somewhere else; to assign this set of responsibilities or that. These same techniques can be applied to other personnel management areas: attrition, turnover, job analysis, performance appraisal.

3. In summary, the contribution of the A&E Staff to the Agency personnel program can be increased by insuring that the unique data, knowledge, and skills encompassed in this Staff are systematically applied to decisions about individuals and about groups.

SIGNED
JOHN R. TIETJEN M.D.

JOHN R. TIETJEN, M.D.
Chief, Medical Staff

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